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DCI/IC 74-1007

23 APR 1974

MEMORANDUM FOR: General Graham

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[redacted]  
Admiral Harvey

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[redacted]

SUBJECT : DCI Objectives for the Intelligence  
Community for FY 75

1. Attached are:

a. A proposed memorandum to the DCI which sets forth the philosophy behind the "Objectives for the Intelligence Community for Fiscal Year 1975" as currently drafted and requesting his approval for dissemination to USIB and IRAC members for comment. (I am forwarding each of you this draft memorandum to the DCI in lieu of a memorandum explaining how the proposed set of objectives was developed.)

b. A strawman draft of the proposed objectives.

2. It is suggested that the attachments be discussed at an IC Staff meeting to be called by [redacted] at which each participant should be prepared to comment in detail on the list of objectives, proposing important new objectives relating to his specific area of responsibility, and recommending specific changes in the "milestones," as appropriate. In view of OMB comments on the 1974 objectives, it seems likely that OMB will be more concerned with the adequacy of the milestones than with the selection of the particular objectives listed.

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Coordination Staff, IC

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DCI/IC/CS [ ]:is (4/22/74)  
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MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Objectives for the Intelligence Community  
for Fiscal Year 1975

1. The attached memorandum for the President responds to his letter of March 22, 1974 requesting that you submit your recommendations for fiscal year 1975 intelligence objectives by early June.

2. The proposed format for your recommendations is considerably different from that for the fiscal year 1974 objectives.

a. The Presidential objectives set forth in his letter of November 5, 1971 on "Organization and Management of the U.S. Foreign Intelligence Community," and which are repeated in NSCID No. 1, are referred to in his March 22 letter as "long-term goals," and are so described in paragraph 1 of your response.

b. Paragraph 2 lists the ongoing substantive objectives of the Intelligence Community which represent the absolutely essential requirements of the National Foreign Intelligence Program. These are presented as the substantive goals of the Community which relate to the President's long-term goals.

c. Paragraph 3 presents a specific list of DCI objectives to be accomplished by the Community in fiscal year 1975 in direct support of the goals described in paragraphs 1 and 2.

25X1 3. The objectives for fiscal year 1975 have been selected on the basis that they meet the criteria set forth by [ ] in his memorandum of 25 February summarizing his discussion at an OMB meeting of 22 February on "Management by Objectives." These criteria are that, for a good objective, there are positive answers to the following questions:

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- Is the objective of Presidential significance?
- Does it represent a high priority initiative that vitally impacts the fulfillment of a major Community mission?
- Does the objective focus on a specific result?
- Has some form of pre-determined evaluation been developed to quantitatively or subjectively measure the end result?
- Is the objective challenging but achievable?
- Is the objective consistent with the decisions reflected in the President's budget?

4. Generally, similar criteria were discussed in your meeting with Mr. Ash on 17 April during consideration of the status of the objectives you had submitted for fiscal year 1974.

5. While the 1974 objectives were organized under five basic headings derived from the President's objectives of November 1971, a total of 35 projects and tasks were listed as sub-objectives.

6. The proposed 1975 listing is much shorter. No attempt is made to list as objectives those actions which, however important, are part of your ongoing responsibilities, such as support of the President's budget before Congress.

7. The attached tabulation indicating milestones projected for actions relating to each objective and the expected end results is primarily for use in discussions with OMB and would not be integral to the memorandum sent to the President.

8. It is requested that you:

a. Tentatively approve the attached list of objectives, and

b. Sign the attached memorandum to USIB and IRAC members which advises them their comments on the

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objectives are requested, and that the objectives will be discussed at the IRAC meeting set for 15 May and at the USIB meeting of 16 May.

Daniel O. Graham  
Lieutenant General, USA  
D/DCI/IC

Approved \_\_\_\_\_

Disapproved \_\_\_\_\_

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MEMORANDUM FOR: The President

SUBJECT : FY 1975 Objectives for the Intelligence Community

REFERENCE : The President's Letter of March 22, 1974

1. The continuing long-term goals of the Intelligence Community, which the annual statement of intelligence objectives must support, are the six goals enunciated by the President as "essential to the efficient and effective functioning of the Community" in his memorandum of November 5, 1971 on "Organization and Management of the U.S. Foreign Intelligence Community." These are:

a. The responsiveness of the United States intelligence effort with respect to national requirements must be subject to continuing review.

b. Authoritative and responsible leadership for the Community as a whole must be assured.

c. A more efficient use of resources by the Community in the collection of intelligence information must be achieved. Utilization of the resources available must be in consonance with approved requirements of the United States security and national interests.

d. Assignment of intelligence functions within the Community must be reviewed and revised to eliminate inefficient, unnecessary or outmoded activities.

e. The quality, scope and timeliness of the Community's product must be improved.

f. The provision of intelligence and its utilization must enhance the formulation of the foreign and economic policies of the United States Government and the planning for and conduct of military operations by United States forces.

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2. Closely related to the Presidential goals for the Intelligence Community, and supporting them, are the ongoing substantive goals of the Community which represent the absolutely essential requirements which must be met to satisfy the most important high level needs for intelligence. To meet these requirements the Intelligence Community must give continuing attention to improving its capabilities for:

- a. Assessing the Soviet strategic threat, which includes verifying compliance with the Strategic Arms Limitation agreements and monitoring the Limited Test Ban Treaty.
- b. Sizing the Soviet and Warsaw Pact general purpose forces, particularly as necessary to support Mutual Balanced Force Reduction (MBFR) negotiations.
- c. Assessing the military force structure and capabilities of the People's Republic of China.
- d. Monitoring crises, and potential crisis situations, as necessary to support U.S. policy making and U.S. actions to protect national security interests.
- e. Providing support to U.S. policy makers in important international negotiations of widely varied nature -- political, economic and military.

3. In direct support of the goals listed in paragraphs 1 and 2, I have identified \_\_\_\_\_ specific objectives for fiscal year 1975. Several objectives, such as those on the national/tactical intelligence interface problem and the Key Intelligence Questions Evaluation Process, represent extension into fiscal year 1975 of objectives on which actions were initiated in fiscal year 1974. Most of the objectives, however, are newly stated and reflect consideration of problem areas for which new approaches appear to be increasingly important. I have deliberately sought to avoid listing as objectives those matters which are part of my continuing responsibilities, such as the annual presentation of the National Foreign Intelligence Program Budget. The following, not arranged in any order of priority, are my fiscal year 1975 objectives for the Intelligence Community:

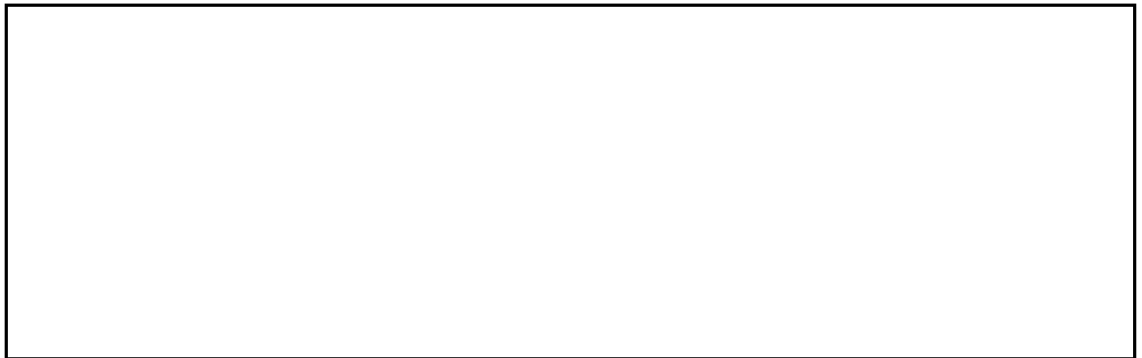
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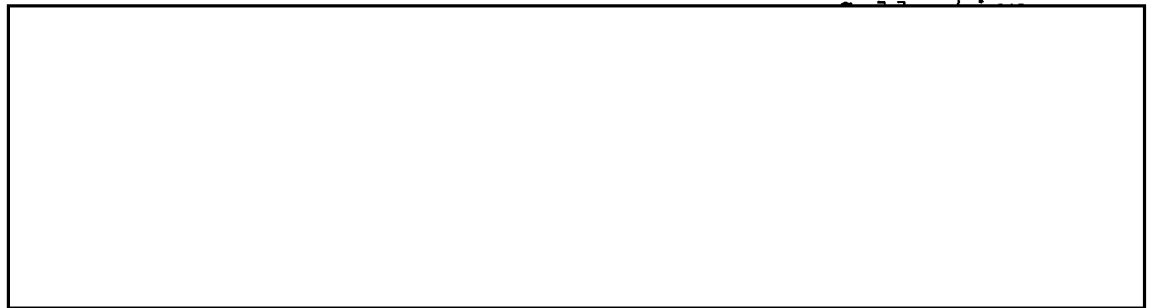
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d. Develop the Key Intelligence Questions (KIQs) and the Key Intelligence Questions Evaluation Process (KEP) to the point where they are serving as a means of assessing the effectiveness of national intelligence collection, analysis and production on matters of greatest current concern to policy makers.

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f. Develop a time-phased package of planning and programming documents for issuance by the Director of Central Intelligence to the Intelligence Community each year as guidance for program planning and resource allocation for a five-year period.

g. Improve the interface between national and tactical intelligence assets in the interest of providing maximum support for both national intelligence users and the operational field commands without unnecessary redundancy in use of resources.

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h. Assess the impact which the [ ] reduction over the past five years in the number of personnel engaged in the national intelligence effort is having on the present and future capabilities of the Intelligence Community to respond to priority requirements for national and operational intelligence.

i. Inasmuch as personnel reductions over the past several years have raised the premium on improving the quality of intelligence personnel, investigate improved means of attracting, developing, motivating and retaining personnel of the highest professional caliber and competence; review the restrictions now placed by law and regulation on attracting and rewarding quality personnel, and on phasing our sub-standard performers in the intelligence career field.

j. Establish a family of national intelligence products as a means of increasing community participation in the production of national intelligence and reducing the number of serial publications issued by the individual departments and agencies.

k. Improve Intelligence Community capabilities for identifying and reporting on crisis situations by linking watch officers and analysts of the various intelligence and operational offices in secure communications nets.

l. Put into effect an integrated plan for identifying, and keeping current on, all national level requirements for foreign economic intelligence, and allocating collection and analytical responsibilities, taking into consideration the resources and capabilities of federal organizations not a part of the Intelligence Community.

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m. Improve information handling techniques and develop new approaches to the analysis of intelligence data in the Community through man-machine relationships made possible by application of information science.

W. E. Colby

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